

## **Part Two: W-2 and Related Programs Plan**

### **Section Two: Program Plan**

#### **Subsection A: Balance of State Response Items**

##### **2.A.1 Connect Individuals to Work and Careers**

###### **2.A.1.1 Up-front Workforce Attachment**

###### **Summary:**

It is the Department's goal to rapidly move individuals in the direction of employment through the provision of quality up-front services based on each job seeker's assessed strengths and needs.

For additional information, Proposers should refer to Administrator's Memos 04-16, *Policy Priorities and Strategies for Achieving W-2 Employment Goals* and 04-19, *W-2 Up-front Workforce Attachment Process*, and Chapter 5 of the W-2 Manual.

###### **Response Items:**

- a) Describe how your agency will assess job seekers' service needs and readiness to participate in up-front job search.
- b) Describe how your agency will use the information gathered through the employability screening process to connect job seekers with employment services that will facilitate linkages with unsubsidized employment and/or education and training.
- c) Describe up-front workforce attachment activities including up-front job search activities and workshops that will be offered, when they will be offered and the setting in which they will be provided.
- d) Describe what staff, within your agency or within the broader workforce development/job center system will perform the employability screening and what experience and training qualifies them to perform this function.
- e) Describe the outcomes your agency expects as a result of your program design for up-front workforce attachment services.

###### **2.A.1.2 Connect Individuals to Career Path/Advancement Opportunities**

###### **Summary:**

The W-2 Contract Agency is responsible for developing applicants' and participants' career plans and assessing their educational needs. Agencies must provide services geared towards assessment of applicants' and participants' career interests and aptitudes. By the end of the career planning process, the plan should include both long-term and short-term career goals with action steps/objectives and the

appropriate combination of services and training needed to achieve each goal.

For additional information, Proposers should refer to Administrator's Memos 04-16, *Policy Priorities and Strategies for Achieving W-2 Employment Goals* and 04-19, *W-2 Up-front Workforce Attachment Process* and Chapters 5 and 9 of the W-2 Manual.

**Response Items:**

- a) Describe your agency's plan to connect individuals to career paths and opportunities for advancement.
- b) Describe how your agency will provide comprehensive initial and ongoing career, work readiness and educational needs assessment.
- c) Describe how your agency will assist participants in developing and planning long-term (beyond W-2) career goals and the path to accomplish those goals.
- d) Describe how your agency will identify existing education and training opportunities, and how your agency will broker connections to other public workforce providers for expanded training opportunities, including providing assistance in obtaining financial aid.
- e) Describe what staff within your agency or within the broader workforce development/job center system will conduct career planning activities, and what experience and training qualifies them to perform these functions.

**2.A.1.3 Employability Planning**

**Summary:**

W-2 policy requires that an Employability Plan (EP) be developed with individuals who are assigned to up-front job search and with those placed in a W-2 employment position. The EP developed during the up-front workforce attachment process should be adjusted and refined to reflect information that has been gathered through the employability screening, career planning and up-front job search activities. While the EP will include a long-term career goal identified through the career planning process, the activities assigned in the EP should continue to be focused on steps to achieve the short-term employment goal.

For additional information, Proposers should refer to Administrator's Memos 04-16, *Policy Priorities and Strategies for Achieving W-2 Employment Goals* and 04-19, *W-2 Up-front Workforce Attachment Process* and Chapter 6 of the W-2 Manual.

**Response Items:**

- a) Describe how your agency will use local labor market information, employability screening, career and educational assessments and other informal or formal assessment information in the development of applicants' and participants' EPs.
- b) Describe how your agency will ensure that W-2 participants are assigned activities that address their unique skills, interests, capabilities and other life circumstances.
- c) Describe what staff within your agency or within the broader workforce development/job center system will develop *initial* Employability Plans and what experience and training qualifies them to perform these functions.
- d) Describe what staff within your agency or within the broader workforce development/job center system will maintain *ongoing* EPs and what experience and training qualifies them to perform these functions.

**2.A.1.4 Case Management and W-2 Placement****Summary:**

One of the primary roles of the W-2 Contract Agency is to conduct an informal assessment of all W-2 applicants and participants in order to determine appropriate placement in one of the W-2 employment positions on the W-2 ladder (Unsubsidized Employment [CMF, CMU or CMS], Trial Jobs, CSJ and W-2T) and to provide intensive, quality case management services appropriate for each placement.

For additional information, Proposers should refer to Administrator's Memos 04-16, *Policy Priorities and Strategies for Achieving W-2 Employment Goals* and 04-20, *Strategic Focus in Community Service Jobs*, the W-2 Manual, Chapters 5 and 7.

**Response Items:**

- a) Describe the approach your agency will take to assist W-2 participants in balancing life and work activities and responsibilities.
- b) Describe how your agency will conduct informal assessments prior to making initial and ongoing W-2 placement decisions. In your response cite the specific tools your agency will use and the staff that will be conducting these assessments.
- c) Describe more specific guidelines, beyond the general participant characteristics identified in the W-2 Manual, Chapter 7, through which your agency will determine the appropriateness of each W-2 placement.

- d) Describe how your agency will provide access to short-term customized training for individuals in CMS, CSJ and other appropriate W-2 placements.
- e) Describe how your agency will ensure that each CSJ participant is engaged in appropriate activities for as close to 40 hours per week as possible, receives contact-intensive case management services and high quality worksite supervision, and remains in the CSJ placement no longer than necessary to meet employability goals.
- f) Describe how your agency plans to use pro-rated CSJ placements and establish specific types of CSJ placements (e.g., soft-skills, work experience and occupational skills).
- g) Describe your agency's plan for outreach, recruitment and selection of public sector, private sector, for-profit and not-for-profit employers, and community based organizations for CSJ worksites.
- h) Describe specific measures your agency will take to use each participant's CSJ to support an intensive job search and placement strategy in a particular occupational area.
- i) Describe the techniques your agency will use to move a participant quickly from a CSJ placement to a Trial Job or unsubsidized employment.
- j) Describe how your agency's case management procedures will differ for participants with serious multiple barriers to employment. Include in your response:
  - 1) In addition to the Barrier Screening Tool (BST), a description of the strategies your agency will employ to ensure that barriers are identified and participants are appropriately referred for formal assessments.
  - 2) Describe the processes your agency will use to ensure that the results of formal assessments are used to determine appropriate W-2 placement, activities and necessary accommodations.
  - 3) Describe how your agency will ensure that these participants are engaged in appropriate activities that directly address their barriers.
  - 4) Describe how your agency will develop tracks for W-2T placements, i.e., one geared toward the provision of employment with barrier mitigation services as the ultimate goal and the other track geared toward obtaining SSI.
- k) Describe the job search activities that will be offered to W-2 participants, when the activities will be offered and the setting in which the activities will be provided.

### **2.A.1.5 Improve Connections to Employers**

#### **Summary:**

In order to successfully connect W-2 applicants and participants to the workforce, the W-2 Contract Agency must:

- Have knowledge of local high-growth industries and how career paths can be linked with those industries;
- Determine which employers within an industry are best equipped to work with the W-2/FSET population;
- Have capacity to understand changing trends within industries and occupations and engage with employers in regard to their needs;
- Have ability to determine what skill-sets local industries need for their entry-level workers that can be applied to CSJ work experience and skills training models.

For additional information, Proposers should refer to Administrator's Memos 04-16, *Policy Priorities and Strategies for Achieving W-2 Employment Goals* and 04-19, *W-2 Up-front Workforce Attachment Process* and Chapter 9 of the W-2 Manual.

#### **Response Items:**

- a) Describe your agency's plan for developing strong connections with employers and include how your agency will involve the area WDB.
- b) Describe how your agency will make direct connections with employers and develop and foster those relationships.
- c) Describe how your agency will develop subsidized work opportunities for participants, e.g., Trial Jobs, private employer CSJs and WIA On-the-Job Training (OJT).

### **2.A.2 Provide Employment Stabilization Services**

#### **Summary:**

Employment stabilization means keeping recently employed W-2 participants connected to the workforce. The W-2 Contract Agency must provide an array of services that assist participants in retaining their current job or providing services to rapidly reattach them to the workforce if the job is lost.

The provision of proactive and intensive case management services for employed W-2 participants is necessary when retention issues arise on the job such as a conflict with a supervisor early intervention is critical to help stabilize an individual.

For additional information, Proposers should refer to Administrator's Memos 04-16, *Policy Priorities and Strategies for Achieving W-2 Employment Goals* and 04-19, *W-2 Up-front Workforce Attachment Process*, and Section 7.1 of the W-2 Manual.

**Response Items:**

- a) Describe the services and intervention strategies that will be used with newly hired individuals and their employers to promote job retention.
- b) Describe services your agency will provide to W-2 participants working in unsubsidized employment such as education, training and workforce support services.
- c) When job loss occurs unexpectedly, what practices will be employed to rapidly reattach the individual to a job.
- d) Describe how often contacts will be scheduled with W-2 participants working in unsubsidized employment in order to tailor these services to their needs.
- e) Describe the financial counseling your agency will offer to W-2 participants working in unsubsidized employment. Include in your description the steps you will take to assist individuals in balancing life and work.

**2.A.3 Provide Assistance for W-2 Participants in Obtaining SSI/SSDI****2.A.3.1 Placement in a W-2T track for W-2 participants who are interested in applying for SSI/SSDI and have a reasonable chance of being found eligible for SSI/SSDI.****Summary:**

Some individuals may not be appropriate for an employment focused W-2T placement. For these participants, the results of formal and professional assessments may indicate that they are currently incapable of employment, and that employment focused goals are not reasonable for the foreseeable future.

For additional information, Proposers should refer to Chapter 18 in the W-2 Manual.

**Response Items:**

- a) Describe the method(s) your agency will use to identify participants who are appropriate for referral to SSI/SSDI.
- b) Describe the services your SSI/SSDI advocate or your contracted SSI/SSDI advocate agency will provide.
- c) Describe the training your SSI/SSDI advocate or contracted advocacy service has in order to provide comprehensive advocacy services.
- d) Describe the process your agency has for appropriately placing participants in the W-2T track geared toward obtaining SSI/SSDI.
- e) Describe the type and frequency of contact with W-2T participants on the SSI/SSDI track, including the review of placements in this track.
- f) Describe the outcomes, including timelines, your agency expects as a result of your program design for SSI/SSDI advocacy.

### **2.A.3.2 Require Proven SSI/SSDI Advocacy for These W-2 Participants**

#### **Summary:**

Professional advocacy is a highly effective strategy to obtain SSI/SSDI benefits. To provide this advocacy, the agency must have strategies and activities to reach the goal of SSI/SSDI.

For additional information, Proposers should refer to Chapter 18 in the W-2 Manual.

#### **Response Items:**

- a) Describe your agency's plan to monitor services provided in a W-2T track geared toward SSI/SSDI application and eligibility determination.
- b) Describe the process your agency will use to review placement in this track of W-2T.
- c) Describe the process your agency will use to assure W-2 participants in this track continue to receive case management services including formal assessments, support services, counseling services, education/training services and medical assessments as needed.
- d) Describe how your agency will review and monitor the progress of the SSI/SSDI process for persons enrolled in this W-2T track.
- e) Describe the process your agency will use to monitor contracted SSI/SSDI advocate agencies.

### **2.A.4 Integration of Services**

#### **Summary:**

W-2 and Related Programs must be fully integrated into a Job Center system. In addition to integration into the Job Center system, W-2 Contract Agencies must establish and maintain effective relationships with other workforce system programs and other service providers serving families in common. Integration of services across programs and providers will ensure customized case management services to families in common, reduce duplication of effort across agency roles, and result in better and more rapid employment attachment.

Include in your response your agency's plan and timeline for collaborating with all identified service providers throughout the contract period.

For additional information, Proposers should refer to Chapter 18 in the W-2 Manual Sections 2.10, 2.11 and 2.12 of About the RFP.

**Response Items:****2.A.4.1 Service Integration with the Public Workforce System**

- a) Describe how your agency will collaborate with the following entities in order to maximize job placement opportunities:
  - other Job Center partner programs (WIA, Job Service and DVR);
  - adult job training administered by the technical colleges;
  - adult literacy providers;
  - the local Job Center employer relations team;
  - other local and regional business associations, community based organizations and economic development programs; and
  - any other employment and training providers in the public workforce system, e.g., Refugee Employment and Training.
- b) Describe your strategy for increasing co-enrollment of W-2/FSET participants with the WIA program as a means to maximize program resources.
- c) Describe how your agency will identify and coordinate the services and activities being provided to a W-2 participant by other employment and training service providers, including but not limited to:
  - other Job Center partner programs (such as the WIA, Job Service and DVR);
  - adult job training administered by the technical colleges;
  - adult literacy providers;
  - the local Job Center employer relations team;
  - other local and regional business associations, community based organizations and economic development programs; and
  - any other employment and training providers in the public workforce system, e.g., Refugee Employment and Training.
- d) Describe how you will involve the Workforce Development Board (WDB) in the process of planning, implementing and operating W-2 and related programs prior to and during the contract period. In addition to providing a response to this item, Form 12 of this RFP must also be included with the proposal.

**2.A.4.2 Service Integration with Other Workforce Support Service Providers**

- a) Describe how your agency will coordinate with the programs administered by County/Tribal Department of Social/Human Services, including FoodShare, Medicaid, child support, and child care administration.



- b) Describe the child welfare integration efforts and practices you will develop with the County/Tribal Department of Social /Human Services including best practices identified by projects that integrate services for families receiving services from both systems.
- c) Describe the resources in the community your agency collaborates with to provide workforce support services to assist W-2 participants in addressing family and work-related needs, i.e., Housing Authority, domestic violence programs, Community Steering Committee, schools, and other service providers identified in the Children's Services Network.
- d) Describe how your agency will identify and coordinate the services and activities being provided to a W-2 participant by each workforce support service provider identified in Response Items a., b., and c. immediately above.

### **2.A.5 FoodShare Employment and Training**

#### **Summary:**

The W-2 Contract Agency must operate the FSET program. The W-2 Contract Agencies must provide services that will allow Able-Bodied Adults Without Dependents (ABAWD) and non-ABAWD FSET participants to meet all federal and State requirements for maintaining their eligibility for FoodShare.

#### **Response Items:**

- a) Describe how the FSET program and the W-2 program will interface with each other.
- b) Describe how your agency will coordinate and monitor FSET referrals, disenrollments, sanctions, and ABAWD strike processes with the FoodShare agency.
- c) Describe the process for enrolling and engaging participants in the required and appropriate FSET components/activities, and monitoring to ensure full engagement of each participant under the Department's program policies.
- d) Describe the program services your agency plans to provide to FSET participants.

### **2.A.6 Dispute Resolution Process**

#### **Summary:**

The W-2 Contract Agency must establish the appropriate dispute resolution process for applicants or participants to request a review of the W-2 contract agency's actions.

For additional information, Proposers should refer to Chapter 19 of the W-2 Manual.

**Response Items:**

- a) Describe your agency's plan for resolving disputes and conducting Fact Findings including but not limited to your internal procedures for accepting a Fact Finding request so that it ensures:
  - an easy, workable method for applicants and participants to request a Fact Finding; and
  - that applicants and participants understand the deadline for submitting Fact Finding requests.
- b) Describe how your agency will advise W-2 participants of their right to appeal denial or termination decisions.
- c) Describe how your agency will ensure the Fact Finder's independence and knowledge of the W-2 and Related Programs.

**2.A.7 Minor Parents****Summary:**

The W-2 Contract Agency must provide services that will support the minor parent's completion of high school and career development.

For additional information, Proposers should refer to Chapter 14 of the W-2 Manual.

**Response Items:**

- a) Describe your agency's plan for services for minor parents. Include a list and brief description of the types of services that will be offered to minor parents by your agency and the methods for providing those services.

**2.A.8 Refugee Assistance Programs (RAP)****Summary:**

The W-2 Contract Agency must administer Refugee Assistance Programs (RAP), Refugee Cash Assistance (RCA) and Refugee Medical Assistance (RMA) to eligible refugees in accordance with RAP guidance found in Chapter 20 of the W-2 program manual, applicable portions of Administrator's Memos 04-02 and 04-22, Operations Memo 04-36, Federal rules and regulations, and related RAP written program guidance found on the DWD Immigration Integration Section website.

**Response Item:**

- a) Describe how your agency plans to administer RCA and RMA eligibility determinations, including who will determine eligibility, how the language needs of arriving refugees will be met, how services will be coordinated with voluntary resettlement agencies (Volags), FSET and refugee employment and training providers, and how applicants will be referred to refugee employment and training service providers.
- b) Describe the process your agency will use to develop written procedural agreements and plans, where appropriate, with Volags, refugee employment

and training providers, community based, and other organizations as necessary to ensure RAP eligible refugees receive appropriate support and services.

## **2.A.9 Quality Assurance/Improvement Monitoring**

### **Summary:**

All W-2 Contract Agencies must implement an internal monitoring system to assure oversight of the agency's performance of W-2 and Related Programs, including systematic identification and implementation of improvements needed, regular reviews of Performance Standards outcomes and contract compliance, and timely notification to the DWD Contract Manager of performance problems.

### **Response Items:**

- a) Describe your agency's plan for monitoring the following areas:
  - W-2 and Related Programs Contract compliance, including DWD W-2 Program Policies and Procedures;
  - W-2 and Related Programs Plan;
  - Performance Standards;
  - W-2 Program Focus (as stated in Part One, Section 1.2 About the RFP); and
  - Participant case files (to ensure adequate documentation).
- b) For each of the above five (5) key areas, respond to the following as they relate to your plan:
  - Frequency of reviews;
  - Staff position titles that lead and/or participate in reviews and their roles;
  - Tools utilized;
  - Measures utilized to gauge success, including those beyond the Department's requirements;
  - Process used in the event that improvements or required action are identified by the agency, providing timely notification to the DWD Contract Manager; and
  - Process used in the event that a need for corrective action is identified by the Department.
- c) Describe your agency's plan to use information from the quality assurance/improvement monitoring process described above, DWD monitoring, and other sources such as customer feedback, complaints, Fact Finding process, etc. to assess agency performance and make improvements.
- d) Describe your agency's plan to ensure that changes made to improve program delivery are effective. In addition, explain how your agency will provide this information to the Department.

## 2.A.10 W-2 Program Guarantees

### Summary:

The W-2 and Related Programs Contract must be administered in accordance with all applicable laws, codes, policies and procedures. All Proposers must complete Form 11, *W-2 Program Guarantees*, found in this RFP. By completing the form, you are agreeing that you will comply with all applicable laws, codes, policies and procedures of which you receive notice, including, but not limited to, those found in the following documents:

Wisconsin Statutes	Administrator's Memos
Wisconsin Administrative Code	Income Maintenance Manual (IMM)
W-2 Manual	Child Care Manual
CARES Guide	Other written departmental guidance
Operations Memos	

In addition, W-2 Contract Agencies must have written procedures available for review by the Department upon request.

### Response Items:

Proposers must complete and sign Form 11, *W-2 Program Guarantees*, found in this RFP.

## 2.A.11 Projected Outcomes

### Summary:

A rapid workforce attachment focus which includes short term, employer driven, customized training and effective SSI/SSDI Advocacy will enable the W-2 Contract Agency to maximize available resources and move individuals into work or onto SSI/SSDI more quickly. The W-2 Contract Agency must closely monitor their W-2 and Related Programs plan to ensure that the plan results in positive outcomes for W-2 applicants and participants.

### Response Items:

W-2 Contract Agencies selected for the next contract period will be required to complete a Projected Outcomes plan for the first 24-month period of the contract and submit the plan to their Contract Manager within 90 days of the Letter of Intent to Award the Contract. A form similar to the sample below will be provided.

	2006											
	Jan	Feb	Mar	April	May	June	Jul	Aug	Sep	Oct	Nov	Dec
Entered Employments												
Average Wage at Placement												
Individuals Remaining Employed over Six Months												
Individuals Obtaining Employment within 30 days of Completing Job Skills Training												
Approvals for SSI/SSDI												

	2007											
	Jan	Feb	Mar	April	May	June	Jul	Aug	Sep	Oct	Nov	Dec
Entered Employments												
Average Wage at Placement												
Individuals Remaining Employed over Six Months												
Individuals Obtaining Employment within 30 days of Completing Job Skills Training												
Approvals for SSI/SSDI												